

The Effect of Work Motivation and Work Discipline on Employee Performance

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Abstract

Employee performance can be used as a means to gain a competitive advantage if employee performance is superior to that of competing company employees. One of the companies experiencing problems with employee performance is the Wates Post office, which is located in the Wates sub-district, Kulon Progo district. There are indications that the performance of the Wates Post office employees is still not in line with the company's expectations. The low performance of these employees is partly influenced by work motivation and discipline. Based on these problems, the purpose of this study was to examine the effect of work motivation on employee performance and to examine the effect of work discipline on employee performance. The population in this study were 70 employees of the Wates Post office, Kulon Progo Regency, Yogyakarta Special Province. The data collection technique used a questionnaire, while the data analysis technique used multiple linear regression. The results showed that work motivation has a significant effect on employee performance and work discipline also has a significant effect on employee performance.

Keywords: Work Motivation, Work Discipline, Employee Performance

INTRODUCTION

Employees are one of the factors that determine the success of an organization or company. Even though the company has quite sophisticated equipment, without the active role of employees, the company's goals will not be achieved. In an effort to achieve these goals, employees need to be managed properly so they can contribute to achieving company goals. Contributions can be made by employees in achieving company goals, one of which is, by providing the best performance or superior performance. Employee performance can be used as a means to gain a competitive advantage if it is superior to that of its competitors. However, not all company management can manage their employees properly or professionally. This has an impact on the low performance of employees, thereby hindering the success of the company. One of the companies experiencing problems with employee performance is the Post Office of Wates. The Post Office of Wates is located in Wates, Kulon Progo, Special Province of Yogyakarta.

The Post Office of Wates is a state-owned enterprise in the form of a profit-oriented local Indonesian Limited Liability Company (PT). This Post Office was assigned by the state to provide a public service obligation (PSO) by providing universal postal service operational assistance (BO LPU). Based on the articles of association of PT. Pos Indonesia (Persero), the purpose of this company is to organize postal and giro service businesses for the community both inside and outside the territory of Indonesia. This company is always determined to continue to provide the best service to the community, so it can participate in advancing the national economy through a combination of services provided to all corners of the country. Until now PT. Pos Indonesia relies on its core business, namely mail and package delivery

services, logistics, and financial services, as well as its supporting businesses, namely the information technology business and the retail and property businesses.

Based on the preliminary study, it was found that there were indications of employee performance problems. These problems are related to quantity, quality, timeliness, attendance at work, and efficiency and effectiveness in completing work which are still not in accordance with company expectations.

Indications of employee performance problems include, among others, there are still several employees who—have not been able to complete work according to predetermined targets, have not been able to handle an unusually large volume of work, lack thoroughness in completing work, and lack the ability to maintain the cleanliness of the workplace. Besides, in carrying out tasks, there are still several employees who are often not in accordance with SOPs and cannot complete some work according to the scheduled time. Then, attendance at the office of some employees is still not in accordance with predetermined working hours, there are still several employees who waste paper and waste time, and also are unable to utilize existing equipment or facilities to complete various tasks or work. Theoretically, employee performance is affected by work motivation and work discipline.

Problems related to work motivation include indications that employees feel their physical and safety needs, social needs, and egoistic needs have not been fulfilled optimally. From the indicator of physical and safety needs, employees feel that they are still not satisfied with meeting needs for housing, rice allowances, health insurance, pension insurance, old age insurance, and rest hours. From the indicator of social needs, employees feel that they are still not satisfied with the existence of worker unions—and they want a respectful relationship between them. Meanwhile, from the indicator of egoistic needs, employees want more autonomy in work and opportunities to be creative.

Furthermore, problems related to work discipline include indications that workload is not in accordance with the ability of employees, employees are not serious in completing work, employees perceive the leadership does not set an example in discipline, the salary received by employees is felt to be still not satisfactory, the salary is felt to be unfair, supervision is weak, punishments are not fair, punishments are not yet firm, the relationship between employees and leaders is not harmonious, and the relationship between employees and employees is also not harmonious. All of these cause the level of employee discipline to be still not in accordance with company expectations.

Based on these problems, this study aimed to examine the effect of work motivation and work discipline on employee performance. The population in this study was employees at the Post Office of Wates, Kulon Progo, Special Province of Yogyakarta.

Motivation is the force that encourages a person to do or not do something, which comes from internal and external factors, and can be positive or negative (Ardana, Mujiati, & Utama, 2014). Motivation comes from the Latin term *movere* which means to push or move. Motivation represents psychological processes that cause stimulation, direction, and persistence of an activity that is carried out voluntarily and is directed at achieving certain goals (Kinicki, 2021). Motivation can be illustrated to an energy that generates encouragement within the individual. Motivation can be defined as a condition that moves an individual toward a certain goal (Mangkunegara, 2017). Motivation can be interpreted as a force that encourages individuals to do something to obtain the expected results or goals (Supartha & Sintaasih, 2017).

In the world of work, there is a familiar term called work motivation. Ardana et al. (2014) define work motivation as something that creates encouragement or enthusiasm for work, or a driving force for work enthusiasm. Work motivation is a condition that can arouse,

direct, and maintain behavior related to the work environment (Mangkunegara, 2017). According to Supartha & Sintaasih (2017), work motivation is a psychological pressure within a person that determines the direction of their behavior in the organization, as well as the level of effort and the level of resilience in the face of various obstacles. Based on some of the definitions above, in short, work motivation can be interpreted as everything that encourages employees to do something at work.

In the world of work, a leader must be able to know what is the motive and motivation of employees. In general, people work to meet needs, both conscious and unconscious needs. Needs that can be met or satisfied through the workplace, namely:

1. Physical and safety needs, namely physiological needs such as eating, drinking, shelter/house, sex, a feeling of safety, and so on.
2. Social needs, namely needs to gain recognition, status, acceptance, appreciation, and respect in society.
3. Egoistic needs, namely needs concerning a person's freedom to do their tasks or work, so satisfaction is obtained because of the successful completion of their tasks or work.

Some of these needs can be met or satisfied outside of work, around work, or through work. Physical needs can be met outside of work, social needs can be met through personal relationships around work, and egoistic needs can be met through work (Hasibuan, 2017).

Meanwhile, according to Peterson and Plowman in Hasibuan (2017), there are several factors causing people to be willing to work. Factors causing a person to be willing to work include (a) the desire to live. The desire to live/stay alive becomes the desire and need of everyone. Humans work to be able to meet their needs, especially needs for food, because by eating humans can survive or continue their lives; (b) the desire to get a certain position. The motivation of people to work, one of which is, to get a certain position or title, for example, the desire to become head of an office, head of a school, director of a bank, and so on; (c) the desire to get power. The desire to get power is one of the things that encourages a person to be willing to work, for example, having influence in the work environment, having a certain position in a company, and so on; and (d) the desire to get recognition. This desire includes the desire to gain recognition, respect, social status, and so on.

Work discipline is an important factor in the world of work. Discipline can be defined as the awareness and willingness of an employee to obey all regulations and norms that apply in the company. Awareness is a person's attitude to comply with all regulations voluntarily, and be aware of their duties and responsibilities. This means that employees will obey and carry out all the tasks assigned to them properly. Meanwhile, willingness is an attitude, behavior, and action in accordance with company regulations, both written and unwritten (Hasibuan, 2017).

Work discipline can be interpreted as the implementation of management to reinforce organizational or company guidelines (Mangkunegara, 2017). According to Sinambela (2016), work discipline is compliance with the regulations or orders set by the company. Work discipline has several components, namely attendance, adherence to work regulations, adherence to work standards, a high level of vigilance, and working ethically.

Work discipline can be divided into two kinds, namely preventive discipline and corrective discipline. Preventive discipline is an effort made to encourage employees to obey, adhere to, and follow work guidelines and regulations set by the company. The main objective is to encourage employees to have self-discipline, so they can maintain themselves to obey and comply with company regulations. Meanwhile, corrective discipline is an effort made to provide sanctions to employees who violate company regulations. The objective of this sanction is to correct employees who commit violations, maintain established regulations, and provide lessons to employees who violate them.

In imposing sanctions on employees who violate work discipline, it is necessary to pay attention to the following matters (1) the issuance of a warning letter. Employees who violate work discipline should be given first, second, and third warning letters. These warning letters are given with the aim that employees who commit violations of work discipline are aware of what they have done, as well as a consideration in evaluating the employee's condition; (2) the imposition of sanctions should be as soon as possible. Employees who commit violations of work discipline should be immediately sanctioned in accordance with applicable regulations in the company. This is intended so that employees understand the sanctions for violations that apply in the company. Negligence in imposing sanctions on employees who commit violations of work discipline will weaken existing discipline, and make employees who commit violations of work discipline tend to ignore existing discipline; (3) the imposition of sanctions must be consistent. Giving sanctions to employees who commit violations of work discipline should be done consistently. If sanctions are applied inconsistently, employees will feel discrimination, belittle sanctions, and ignore discipline; and (4) the imposition of sanctions must be impersonal. Sanctions for employees who commit violations of work discipline should not discriminate against gender, age, level of education, period of service, and so on—and are carried out in accordance with applicable regulations in the company. This is intended so that employees understand that work discipline and sanctions apply to all employees, and are carried out in accordance with existing regulations (Mangkunegara, 2017).

Performance is work achievement which is the implementation of a predetermined work plan carried out by leaders and employees to achieve company goals (Abdullah, 2014). Performance can be defined as the results of work achieved by an employee, both in quality and quantity in accordance with the duties and responsibilities given to them (Mangkunegara, 2017). Performance is what employees do and how they do it. So, performance has a broader meaning—it is not only the results of work but also how the work process takes place (Wibowo, 2016). According to Yunus & Sukartini (2013), employee performance is a tool used to find out how far the employee can carry out and achieve the targets set by the company.

Performance is the results of work that can be achieved by an employee or group of employees, in accordance with their duties, authorities, and responsibilities. Performance can be measured by several indicators, namely morale, quality of work, superior products, success, and accountability (Kawiana, 2020). According to Mathis et al. (2017), the criteria for measuring performance vary from one type of job to another, however, general employee performance measures include (1) output quantity; (2) output quality; (3) timeliness; (4) attendance at work; (5) efficiency in completing work; and (6) effectiveness in completing work. So, employee performance is in accordance with their duties, measured and compared with predetermined standards, and the results are communicated regularly to them so that their performance can be improved.

Performance standards can be defined as the expected level of employee performance. Other terms for performance standards are benchmarks, targets, or goals, depending on the approach used. Performance standards that are measurable, realistic, and clearly understood benefit both employees and the company. Performance standards are set before work is carried out, because performance standards will determine a satisfactory level of performance. Well-defined performance standards let everyone know what performance is expected (Mathis et al., 2017).

Employee performance is affected by many factors including individual factors, psychological factors, and organizational factors. Individual factors consist of abilities and skills, background, and demographic factors. Abilities and skills include mental and physical, background includes family, social status, and experience, while demographic factors include

gender, age, and ethnicity. Psychological factors consist of attitudes, perceptions, motivation, personality, and learning. Meanwhile organizational factors consist of compensation, available resources, leadership style, organizational structure, job design, and so on (Tsauri, 2014).

One of the factors that affect employee performance is work motivation. Work motivation is a condition that can arouse, direct, and maintain behavior related to the work environment (Mangkunegara, 2017). Ardana et al. (2014) define work motivation as something that creates encouragement or enthusiasm for work, or a driving force for work enthusiasm. According to Supartha & Sintaasih (2017), work motivation is a psychological pressure within a person that determines the direction of their behavior in the organization, as well as the level of effort and the level of resilience in the face of various obstacles.

Some studies show that work motivation affects employee performance. A study by Antika et al. (2021) on the population of employees of PTPN X Lestari Sugar Mill Kertosono, found a significant effect of work motivation on employee performance. A study by Daulay & Hikmah (2020) found that motivation has a positive and significant effect on employee performance. The population in this study was employees at PT. Poetra Jaya Sukses Mandiri in Batam. A study by Firda & Indahingwati (2019) on employees of PT. Pos Indonesia of Jemur Andayani branch, found that motivation has a significant effect on employee performance.

Meanwhile, a study by Safiih (2020) found that motivation affects the performance of employees at PT. Pos Indonesia of Kebayoran Lama branch, Jakarta. A study by Setyowati & Haryani (2016) on employees of Taman Pringsewu Restaurant, Yogyakarta, found that there is a significant effect of motivation on employee performance. A study by Susita et al. (2020) found that work motivation has a positive and significant effect on employee performance. The samples in this study were employees at PT. X. A study by Tabun et al. (2021) on employees of PT. Rizki Persada Sejati in Jakarta, found that work motivation has a positive and significant effect on employee performance. Thus, the first hypothesis proposed in this study is:

H1: work motivation has a positive and significant effect on employee performance.

Another factor that affects employee performance is work discipline. Work discipline can be defined as an employee's obedience/compliance or adherence to the regulations or orders set by the company (Sinambela, 2016). Work discipline is an important aspect for the company in achieving its goals. The higher the employee discipline, the higher their performance (Hasibuan, 2017).

Some studies show that work discipline affects employee performance. Antika et al. (2021) conducted a study on the population of employees of PTPN X Lestari Sugar Mill Kertosono and found that work discipline has a significant effect on employee performance. A study by Arda (2017) on employees in the marketing department of BRI Bank Putri Hijau in Medan, found a positive and significant effect of work discipline on employee performance. A study by Firda & Indahingwati (2019) on employees of PT. Pos Indonesia of Jemur Andayani branch, found that work discipline has a significant effect on employee performance.

A study by Herawaty et al. (2017) on employees of the Post office of Palangka Raya, Central Kalimantan, found that work discipline has a significant effect on employee performance. A study by Muslihat & Wahid (2021) found a significant effect of work discipline on employee performance. This study was conducted with a population of employees at PT. Pos Indonesia Cipondoh branch. A study by Pratama (2020) also found that work discipline has a positive and significant effect on the performance of employees at PT. Pos Indonesia DC Ciputat branch, East Pamulang. Meanwhile, A study by Safiih (2020) on employees of PT. Pos Indonesia of Kebayoran Lama branch, Jakarta., found that work discipline has a significant effect on employee performance. Thus, the second hypothesis proposed in this study is:

H2: work discipline has a positive and significant effect on employee performance.

Based on previous theory and research, a theoretical framework will then be developed. The theoretical framework in this study is as follows.

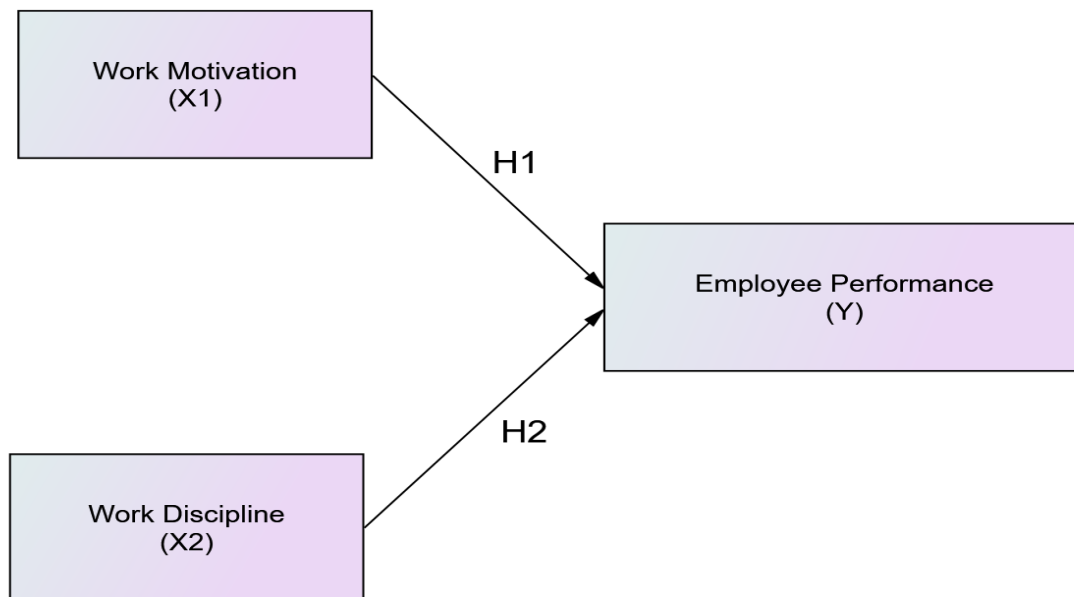


Figure 1. Theoretical Framework

RESEARCH METHODS

Research Population

The population in this study was non-structural employees who work at the Post Office of Wates, Kulon Progo, Special Province of Yogyakarta, as many as 70 people. All non-structural employees at the Post Office of Wates, were used as research subjects or respondents. Therefore this research is a population study or census (Abdullah, 2015).

Operational Definition and Variable Measurement

This study is a quantitative study aiming to test certain theories by examining the relationship between variables (Creswell, 2018). The variables tested in this study consisted of the independent variables (X) and the dependent variable (Y). The independent variables in this study were work motivation (X1) and work discipline (X2), while the dependent variable was employee performance (Y).

Work motivation (X1) is defined as a condition that can arouse, direct, and maintain behavior related to the work environment (Mangkunegara, 2017). Work motivation is measured by 3 indicators, namely physical and safety needs, social needs, and egoistic needs (Hasibuan, 2017), which were developed into 10 question items. Work discipline (X2) is defined as the level of obedience/compliance or adherence to applicable regulations or orders set by the company (Sinambela, 2016). Work discipline is measured by 8 indicators, namely goals and abilities, exemplary leadership, remuneration, fairness, supervision, punishment, firmness, relations at work (Hasibuan, 2017), which were developed into 10 question items.

Meanwhile, employee performance (Y) is defined as what employees do and how they do

it (Wibowo, 2016). Employee performance is measured by 6 indicators, namely output quantity, output quality, timeliness, attendance at work, efficiency in completing work, and effectiveness in completing work (Mathis et al., 2017). These performance indicators were developed into 10 question items. All items in this questionnaire were measured using a Likert scale, namely strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), and strongly disagree (score 1).

Data Collection Technique

The data collection technique used in this study was a questionnaire. The question items in this questionnaire are closed questions, meaning that respondents are asked to choose alternative answers to the questions or statements provided by researchers (Sekaran & Bougie, 2016).

Validity and Reliability Test

Before the questionnaire was used for the main study, the questionnaire was tested for validity and reliability. The validity test was carried out with Pearson correlation and the reliability test was carried out with Cronbach alpha. The validity test criterion is if the significance value is less than 0.05 then the items in the questionnaire are declared valid, while the reliability test criterion is if the Cronbach alpha value is more than 0.60 then the items in the variables are declared reliable. The reliability test was carried out by means of one shot or one measurement only (Ghozali, 2016; Sekaran & Bougie, 2016).

Data Analysis Technique

The data collected from respondents were then analyzed using multiple linear regression. Regression analysis aims to predict changes in the value of the dependent/bound variable due to the effect of the value of the independent/free variable (Juliandi, Irfan, Manurung, & Satriawan, 2016). The regression equation used in this study is:

$$Y=b_0+b_1X_1+b_2X_2 \dots\dots\dots (1)$$

Information:

- Y = employee performance.
- b₀ = constant.
- b₁ = work motivation regression coefficient.
- X₁ = work motivation.
- b₂ = work discipline regression coefficient.
- X₂ = work discipline.

Classic Assumption Test

A good regression model can be used to predict if it fulfills various assumptions, which are called the classical assumptions (Santosa, 2015). There are three classical assumptions in this study, namely the assumption of normality, multicollinearity, and heteroscedasticity. The assumption of normality is tested by Kolmogorov-Smirnov, the assumption of multicollinearity is tested by tolerance and variance inflation factor (VIF), while the assumption of heteroscedasticity is tested by Glejser test (Ghozali, 2016).

Hypothesis test

A hypothesis is a tentative, testable statement that predicts what researchers hope to find in the empirical data (Sekaran & Bougie, 2016). There are two hypotheses tested in this study.

1. H₀: work motivation does not have a positive and significant effect on employee performance.

H₁: work motivation has a positive and significant effect on employee performance.

2. H_0 : work discipline does not have a positive and significant effect on employee performance.

H_2 : work discipline has a positive and significant effect on employee performance.

RESULT AND DISCUSSION

Results of Validity and Reliability Tests

The validity test in this study was carried out with Pearson correlation. The validity test criterion is if the significance value is less than 0.05 then the items in the questionnaire are declared valid. Meanwhile, the reliability test was carried out by Cronbach alpha. The reliability test criterion is if the Cronbach alpha value is more than 0.60 then the items in the variables are declared reliable. The reliability test was carried out by means of one shot or one measurement only (Ghozali, 2016; Sekaran & Bougie, 2016). The results of the validity and reliability tests are presented in the following table.

Table 1. Results of Validity and Reliability Tests

Variable	Results of Validity Test			Results of Reliability Test	
	Items	Significance	Information	Cronbach Alpha	Information
Work Motivation (X1)	X1.1	0.000	Valid	0.601	Reliable
	X1.2	0.000	Valid		
	X1.3	0.032	Valid		
	X1.4	0.361	Invalid		
	X1.5	0.026	Valid		
	X1.6	0.000	Valid		
	X1.7	0.009	Valid		
	X1.8	0.018	Valid		
	X1.9	0.076	Invalid		
	X1.10	0.054	Invalid		
Work Discipline (X2)	X2.1	0.000	Valid	0.830	Reliable
	X2.2	0.000	Valid		
	X2.3	0.030	Valid		
	X2.4	0.006	Valid		
	X2.5	0.000	Valid		
	X2.6	0.000	Valid		
	X2.7	0.001	Valid		
	X2.8	0.003	Valid		
	X2.9	0.000	Valid		
	X2.10	0.000	Valid		
Employee performance (Y)	Y1	0.000	Valid	0.771	Reliable
	Y2	0.000	Valid		
	Y3	0.006	Valid		
	Y4	0.016	Valid		
	Y5	0.020	Valid		
	Y6	0.001	Valid		
	Y7	0.001	Valid		
	Y8	0.081	Invalid		
	Y9	0.000	Valid		

	Y10	0.001	Valid		
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Source: processed data

From the results of the validity test, for the work motivation variable (X1) there were three invalid items, for the work discipline variable (X2) all items were valid, and for the employee performance variable (Y) there was one invalid item. These invalid items were then not used in the main study. While the results of the reliability test showed that all variables had a Cronbach alpha value of more than 0.60, so the items in the variables used in this study were declared reliable.

Characteristics of Respondents

The characteristics of respondents in this study can be differentiated based on gender, age, level of education, and period of service. The characteristics of respondents in this study are presented in the following table.

Table 2. Characteristics of Respondents

No.	Characteristics of Respondents		Total	Percentage
1	Gender	Male	42	60%
		Female	28	40%
2	Age	Less than 30 years old	32	46%
		Between 31 to 40 years old	19	27%
		Over 40 years old	19	27%
3	Level of education	Junior High School degree	2	3%
		Senior High School (SMA/SMK) degree	36	51%
		Diploma (D3) degree	16	23%
		Bachelor's (S1) degree	16	23%
4	Period of service	Less than 3 years	10	14%
		3 to 5 years	13	19%
		6 to 10 years	16	23%
		More than 10 years	31	44%
	Total		70	100%

Source: processed data

Based on the gender of respondents in this study, there are 42 male employees and 28 female employees. Based on the age of respondents, there are 32 employees who are less than 30 years old, 19 employees who are between 31 and 40 years old, and 19 employees who are more than 40 years old. Based on the level of education of respondents, there are 2 employees with junior high school degrees, 36 employees with high school/vocational high school degrees, 16 employees with diploma (D3) degrees, and 16 employees with Bachelor's (S1) degrees. Meanwhile, based on the period of service of respondents, there are 10 employees with less than 3 years period of service, 13 employees with 3 to 5 years period of service, 16 employees with 6 to 10 years period of service, and 31 employees with more than 10 years period of service. Respondents in this study are dominated by male employees, who are less than 30 years old with high school/vocational high school degrees and 10 years period of service.

Data collected from 70 respondents were then analyzed with multiple linear regression. The results of multiple linear regression analysis are presented in the following table.

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	5.216	2,262	2,306	.024
Work Motivation (X1)	.277	.125	2,222	.030
Work Discipline (X2)	.589	.092	6,415	.000
F	83,462			.000
R	.845			
R Square	.714			
Adjusted R Square	.705			

- a. Dependent Variable: Employee performance (Y)
- b. Predictors: (Constant), work motivation (X1), work discipline (X2)

Source: processed data

The accuracy of the regression function in interpreting the actual value can be seen from the goodness of fit. Statistically, this can be seen from the values of the coefficient of determination, the F statistical test, and the t statistical test (Ghozali, 2016). The following will present each value of the goodness of fit.

Coefficient of Determination

The coefficient of determination basically measures the extent to which the ability of the model to explain variations in the dependent variable. Based on the results of multiple linear regression analysis, it appears that the value of the regression coefficient (adjusted R square) is 0.705. This can be interpreted that 70.5% variations in employee performance (Y) can be explained by the two independent variables, namely work motivation (X1) and work discipline (X2). While the remaining 29.5% is explained by other factors outside the model in this study.

F Statistical Test

Based on the results of multiple linear regression analysis, it appears that the value of the F count is 83,462 with a significance of 0,000. The results of the F test show that the significance value is less than 0.05. This means that the regression model used in this study can be used to predict employee performance (Y), or in other words, work motivation (X1) and work discipline (X2) simultaneously have an effect on employee performance (Y).

t Statistical Test

Based on the results of multiple linear regression analysis, it appears that the value of the constant is 5,216, the value of the regression coefficient of work motivation (X1) is 0.277, and the value of the regression coefficient of work discipline (X2) is 0.589. The significance value for work motivation (X1) is 0.030 and the significance value for work discipline (X2) is 0.000. Based on the results of this multiple regression analysis, then the regression equation can be made as follows:

$$Y=5.216+0.277X1+0.589X2 \dots\dots\dots (2)$$

The interpretation of the regression equation is as follows:

- A constant value of 5,216 means that if the independent variables are considered constant, then employee performance is 5,216.
- The value of the regression coefficient of work motivation is 0.277 which means that if work motivation is increased by 1 unit, employee performance will increase by 0.277 units.
- The value of the regression coefficient of work discipline is 0.589 which means that if

work discipline is increased by 1 unit, employee performance will increase by 0.589 units.

Classical Assumptions Test

The classical assumptions test in this study consisted of a normality test, multicollinearity test, and heteroscedasticity test. The first classical assumption test is the normality test. The normality test aims to determine whether, in the regression model used in this study, the residual or confounding variables have a normal distribution (Ghozali, 2016). The results of the normality test are presented in the assumptions in the following table.

Table 4. Normality Test Results

		Unstandardized Residuals	
N		70	
Normal Parameters ^{a,b}	Means	.0000000	
	Std. Deviation	2.06227317	
Most Extreme Differences	Absolute	.136	
	Positive	.059	
	Negative	-.136	
Test Statistics		.136	
Asymp. Sig. (2-tailed)		.003c	
Monte Carlo Sig. (2-tailed)	Sig.		.131d
	99% Confidence Intervals	Lower Bound	.122
		Upper Bound	.140

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Based on 10000 sampled tables with 2000000 starting seeds.

Source: processed data

Based on the results of the normality test by Kolmogorov-Smirnov (KS) with the Monte Carlo method, it appears that the Sig. value is 0.131 which is greater than 0.05, so the residual data is normally distributed.

The next classical assumption test is the multicollinearity test. This multicollinearity test aims to determine whether, in the regression model used in this study, there is a correlation between the independent variables (Ghozali, 2016). Whether or not multicollinearity exists in the regression model used in this study, can be seen from the values of tolerance and variance inflation factor (VIF). The following are the results of the multicollinearity test.

Table 5. Results of Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	.408	2,454
	X2	.408	2,454

- a. Dependent Variable: Y

Source: processed data

Based on the results of the multicollinearity test, it appears that the values of tolerance is 0.408 and VIF is 2.454. The results of this multicollinearity test indicate that the values of tolerance is more than 0.10 and VIF is less than 10, thus multicollinearity does not occur

between the independent variables in the regression model used in this study.

The last classical assumption test is the heteroscedasticity test. This heteroscedasticity test aims to determine whether, in the regression model used in this study, there is an inequality of variance from one residual observation to another (Ghozali, 2016). The results of the heteroscedasticity test by Glejser test are presented in the following table.

Table 6. Results of Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-2.842E-15	2,262	.000	1,000
	X1	.000	.125	.000	1,000
	X2	.000	.092	.000	.000

a. Dependent Variable: Abs_Res

Source: processed data

Based on the results of the heteroscedasticity test by Glejser test, it appears that there are no significant independent variables, meaning that the significance value for the independent variables of 1,000 is greater than 0.05. This indicates that there is no heteroscedasticity in the regression model used in this study.

The next step was to carry out hypothesis testing. The criteria used in testing the hypothesis in this study were based on the significance value. If the significance value is greater than 0.05 then H₀ is accepted—and if the significance value is less than 0.05 then H₀ is rejected. There are two hypotheses tested in this study. The two hypotheses are explained as follows.

Hypothesis Testing 1

- H₀: work motivation does not have a positive and significant effect on employee performance.
- H₁: work motivation has a positive and significant effect on employee performance.
- Conclusion: based on the results of the analysis, it appears that the significance value for the work motivation variable (X1) is 0.030 which is less than 0.05, so H₀ is rejected. Thus hypothesis 1 stating that work motivation has a positive and significant effect on employee performance, is supported in this study.

The results of this study indicate that work motivation has a positive and significant effect on employee performance. The regression coefficient of work motivation in this study has a positive value of 0.277, meaning that if employee motivation increases, employee performance will also increase. Employees with high motivation tend to have higher performance (Noe, Hollenbeck, Gerhart, & Wright, 2017).

Motivation is one of the important factors in the workplace, because motivation is something that causes, distributes, and supports human behavior, so they are willing to work hard and enthusiastically achieve optimal results. The importance of motivation is also because managers distribute tasks or work to employees, to be done and integrated with company goals. Employees work in order to meet their life needs. Broadly speaking, human needs consist of physical and safety needs, social needs, and egoistic needs. If these needs are satisfied at work, then employee motivation will increase (Hasibuan, 2017).

Work motivation is one of the factors that affect employee performance. Work motivation can be defined as a condition that can arouse, direct, and maintain behavior related to the work environment. Motivation is a condition that drives employees—who are directed to achieve work goals or company goals (Kinicki, 2021; Mangkunegara, 2017).

The results of this study support previous studies by Antika et al. (2021), Daulay & Hikmah (2020), Firda & Indahingwati (2019), Safiih (2020), Setyowati & Haryani (2016), Susita et al. (2020), and Tabun et al. (2021), who found that work motivation has a positive and significant effect on employee performance.

Hypothesis Testing 2

- H_0 : work discipline does not have a positive and significant effect on employee performance.
- H_2 : work discipline has a positive and significant effect on employee performance.
- Conclusion: based on the results of the analysis, it appears that the significance value for the work discipline variable (X2) is 0.00 which is less than 0.05, so H_0 is rejected. Thus hypothesis 2 stating that work discipline has a positive and significant effect on employee performance, is supported in this study.

The results of this study indicate that work discipline has a positive and significant effect on employee performance. The value of the regression coefficient of work discipline in this research is 0.589, meaning that if work discipline is high, employee performance will also increase. Work discipline can be defined as the level of obedience/compliance or adherence to applicable regulations or orders set by the company (Sinambela, 2016). Discipline is an important aspect of human resource management. The higher the level of employee discipline, the higher their performance (Hasibuan, 2017).

Discipline is very important for employees because it is useful for educating employees to obey and like company regulations, procedures and policies, so as to produce good performance. Work discipline can be interpreted as the awareness and willingness of an employee to obey all regulations and norms that apply in the company. Work discipline can also be interpreted as the ability of an employee to work regularly, diligently continuously, and according to applicable regulations, and not violate the regulations that have been set (Sinambela, 2016).

Discipline must be upheld in the company because without high work discipline, it is difficult for the company to achieve its goals. Therefore work discipline is one of the keys to the success of the company in achieving its goals. The level of employee discipline in the workplace is affected by various indicators. The indicators that affect the level of employee discipline include goals and abilities, exemplary leadership, remuneration, fairness, supervision, punishment, firmness, relations at work (Hasibuan, 2017).

The results of this study support previous studies by Antika et al. (2021), Arda (2017), Firda & Indahingwati (2019), Herawaty et al. (2017), Muslimat & Wahid (2021), Pratama (2020), and Safiih (2020), who found that work discipline has a positive and significant effect on employee performance.

CONCLUSION

The results of this study show that, first, work motivation has a positive and significant effect on employee performance. Based on the results of this study, company leaders should be able to maintain and build on work motivation of their employees by meeting their various needs, so their employees are satisfied. If employees can meet their various needs at work and are satisfied, then their work motivation will increase. Second, work discipline has a positive and significant effect on employee performance. Based on the results of this study, company leaders should be able to maintain and build on work discipline among their employees, because with a high level of discipline, employee performance will also increase.

This study has several limitations, including (1) respondents in this study were limited to employees at the Post Office of Wates, Kulon Progo, Special Province of Yogyakarta. For

future studies, it is better to use respondents at different post offices in different areas; and (2) the predictor variables of employee performance in this study are limited to work motivation and work discipline. For future studies, it is better to use other predictor variables that are theoretically thought to affect employee performance such as personality factors, organizational culture, leadership, abilities, demographic factors, compensation, and so on.

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